# **Walden Research Japan**

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# **PUNCH INDUSTRY (6165)**

Consolidated Fiscal Year		Sales	Operating	Recurring	Profit Attributable to	EPS	DPS	BPS
(Million Yen)		Sales	Profit	Profit	Owners of Parent	(Yen)	(Yen)	(Yen)
FY03/2019		40,935	2,578	2,547	960	43.92	16.75	721.49
FY03/2020		35,348	835	712	(3,485)	(160.01)	2.00	536.64
FY03/2021CoE		31,400	860	850	(380)	(17.42)	0.00	
FY03/2020	YoY	(13.6%)	(67.6%)	(72.0%)	-	-	-	-
FY03/2021CoE	YoY	(11.2%)	2.9%	19.2%	-	-	-	-
Consolidated Half Year		Sales	Operating	Recurring	Profit Attributable to	EPS	DPS	BPS
(Million Yen)		Sales	Profit	Profit	Owners of Parent	(Yen)	(Yen)	(Yen)
Q1 to Q2 FY03/2020		17,991	80	2	(121)	-	-	-
Q3 to Q4 FY03/2020		17,356	755	710	(3,364)	-	-	-
Q1 to Q2 FY03/2021		15,412	313	372	(544)	-	-	-
Q3 to Q4 FY03/2021CoE		15,987	546	477	164	-	-	-
Q1 to Q2 FY03/2021	YoY	(14.3%)	290.5%	-	-	-	-	-
Q3 to Q4 FY03/2021CoE	YoY	(7.9%)	(27.6%)	(32.8%)	-	-	-	-

Source: Company Data, WRJ Calculation

### 1.0 Results Update (16 November 2020)

### **Radical Management Innovation**

On 11 November 2020, PUNCH INDUSTRY, manufacturing and selling parts of molds & dies in Japan and overseas, released its Q1 to Q2 FY03/2021 results. It has been revealed that measures are under consideration to realize radical management innovation, given the impacts stemming from COVID-19 larger than expected. The Company is working to reduce costs and restructure its sales strategy in order to build a robust management structure that will not lose out to changes in the external environment. Rather than contracted equilibrium due to short-term cuts in fixed costs, the Company aims to increase corporate value over the long term by creating a mechanism in which all employees can continue to generate earnings in a sustainable manner under the direction of Tetsuji Morikubo, the representative director. The Company is currently looking into an opportunity to disclose further details together with the announcement of Q3 results. Meanwhile, we are to interview with management through a web-based conference, following on viewing a video explaining the financial results scheduled to be released on 20 November. Based on the information of both, we are to update PUNCH INDUSTRY (6165) Impairment (20 July 2020) and release anew.

IR representative: Hayato Matsuda, Corporate Strategy Planning Office (info-corp@punch.co.jp)

## 2.0 Company Profile

### Manufacturing and Selling Parts of Molds & Dies in Japan and Overseas

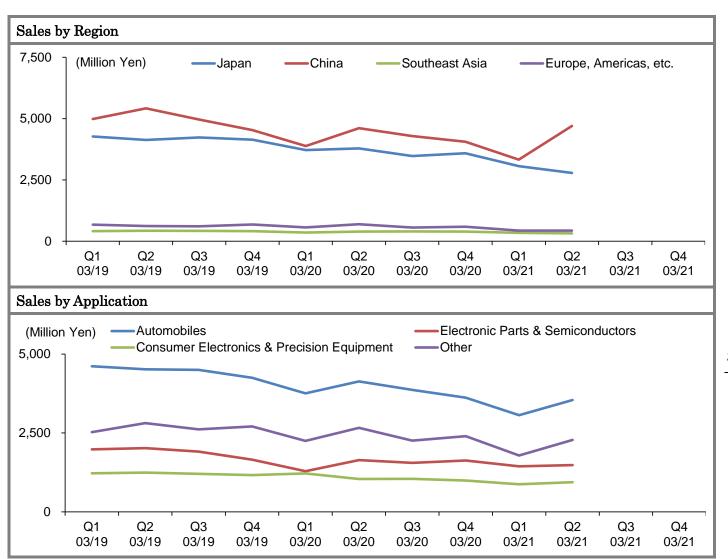
C N	DINCH INDUCEDA CO. LED								
Company Name	PUNCH INDUSTRY CO., LTD.								
	Website PUNCH INDUSTRY								
	IR Information								
	Share Price (Japanese)								
Established	29 March 1975								
Listing	14 March 2014: Tokyo Stock Exchange 1st section (ticker: 6165)								
	20 December 2012: Tokyo Stock Exchange 2nd section								
Capital	¥2,897m (as of the end of September 2020)								
No. of Shares	22,122,400 shares, including 307,306 treasury shares (as of the end of September								
	2020)								
Main Features	By far the largest in China and one of the largest on a global basis								
	• Collective 15,000 customers (6,000 in Japan, 8,000 in China and 1,000 in other)								
	Focus on high-value added strategic products								
Business Segment	I . Parts of Molds & Dies Business								
Top Management	Representative Director, President and CEO: Tetsuji Morikubo								
Shareholders	MT Kosan 17.44%、Caceis Bank Germany Customer Acc. 11.06% (as of the end of								
	September 2020, but for treasury shares)								
Headquarters	Shinagawa-ku, Tokyo, JAPAN								
No. of Employees	Consolidated: 4,020, Parent: 985 (as of the end of March 2020)								

Source: Company Data

## 3.0 Recent Trading and Prospects

#### Q1 to Q2 FY03/2021 Results

In Q1 to Q2 FY03/2021, sales came in at ¥15,412m (down 14.3% YoY), operating profit ¥313m (up 290.5%), recurring profit ¥372m (versus ¥2m during the same period of the previous year) and profit attributable to owners of parent minus ¥544m (minus ¥121m), while operating profit margin 2.0% (up 1.6% points).



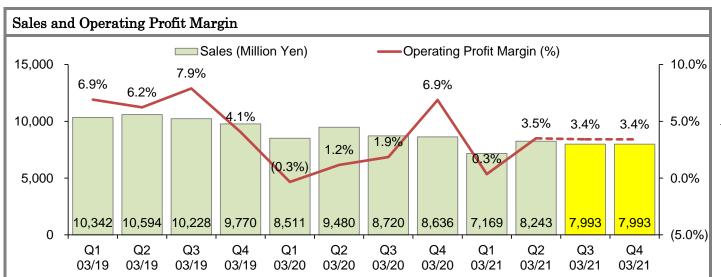
Source: Company Data, WRJ Calculation

In terms of sales by region, sales in Japan came down sharply and "Automobiles" for sales by application. With respect to China, where the impacts stemming from COVID-19 has converged at an early stage and domestic demand is now beginning to show steady growth, the Company saw sales increased substantially in Q2 over Q1, having resulted in sales on a local currency basis in Q1 to Q2 almost unchanged over the same period of the previous year, according to the Company.

In both Japan and China, the Company's customers belong to the manufacturing industry, represented by "automobiles", while it appears that demand trends for parts of molds & dies manufactured and sold by the Company currently differ greatly depending on the degree of the impacts stemming from COVID-19. The Company's customers in Japan are seeing sluggish demand for own final products and thus suffering from lowered utilization rate of factory facilities, resulting in a measure implemented to try to curb decline in the rate even slightly by means of promoting the shift from outsourcing to in-house manufacturing. Now, the Company suggests that it suffers from this "in-house manufacturing regression" as an aspect. In other words, all those customers in Japan who have outsourced the manufacture of custom-made products to the Company began manufacturing them in-house. When the level of sales in Q1 FY03/2020 is set at 100, sales of custom-made products in Q2 FY03/2021 has fallen to 66, according to the Company.

### FY03/2021 Company Forecasts

FY03/2021 Company forecasts (announced on 11 November 2020) are going for prospective sales of \$31,400m (down 11.2% YoY), operating profit of \$860m (up 2.9%), recurring profit of \$850m (up 19.2%) and profit attributable to owners of parent of minus \$380m (versus minus \$3,485m in the previous year), while operating profit margin of 2.7% (up 0.4% points).



Source: Company Data, WRJ Calculation (Q3 and Q4 FY03/2021: H2 Company forecasts, pro rata)

Compared with initial Company forecasts (announced on 22 May 2020), the Company has seen just a marginal shortfall for sales and operating profit in Q1 to Q2, but those for H2 have revised down more than a certain extent. Initial Company forecasts assumed that the impacts stemming from COVID-19 would converge towards H2 and sales in H2 being effectively as high as the level over the same period of the previous year. Meanwhile, considering the current situation where the impacts stemming from COVID-19 are continuing, the Company has come up with revised Company forecasts for H2, going for prospective sales of ¥15,987m (down 7.9% YoY), operating profit of ¥546m (down 27.6%) and operating profit margin of 3.4% (down 1.0% point). Now, given prospects that sales are to continue being sluggish longer than initial expected, the Company has booked impairment loss of ¥689m related to Hyogo Factory and common assets such as those associated with R&D at the stage of Q2, which is expected to have a significant impact also for full-year performance with the Company.

## 4.0 Financial Statements

### Income Statement (Cumulative/Quarterly)

	0	0	0	0	0	0	0	0	
Income Statement	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act Q1	Cons.Act	Cons.Act	Cons.Act	YoY
(Million Yen)	Q1 03/2020	Q1 to Q2 03/2020	Q1 to Q3 03/2020	Q1 to Q4 03/2020	03/2021	Q1 to Q2 03/2021	Q1 to Q3 03/2021	Q1 to Q4 03/2021	Net Chg.
Sales	8,511	17,991	26,711	35,348	7,169	15,412	- 03/2021	03/2021	(2,579)
Cost of Sales	6,363	13,577	20,067	26,161	5,315	11,413	_		(2,164)
Gross Profit	2,148	4,413	6,644	9,187	1,853	3,999	_		(414)
SG&A Expenses	2,177	4,333	6,402	8,351	1,828	3,685			(647)
Operating Profit	(29)	<del>4</del> ,555	241	835	24	313	_		+232
Non Operating Balance	(60)	(77)	(56)	(122)	(18)	59			+136
Recurring Profit	(90)	2	184	712	6	372	_		+369
Extraordinary Balance	(5)	(6)	(2,121)	(3,332)	(13)	(703)			(697)
Profit before Income Taxes	(95)	(3)	(1,936)	(2,619)	(7)	(331)			(327)
Total Income Taxes	30	117	776	866	67	212			+94
Profit Attributable to Non-Controlling Interests	0	0	0	0	0	1	-		+94
·						•			(422)
Profit Attributable to Owners of Parent Sales YoY	<b>(126)</b> (17.7%)	(121)	<b>(2,713)</b> (14.3%)	(3,485)	(15.8%)	(14.3%)		-	(422)
	(17.770)	(94.2%)	(88.9%)	(67.6%)	(13.070)	+290.5%	-		
Operating Profit YoY	-	, ,	, ,	, ,	-	+290.5%	-	-	-
Recurring Profit YoY	-	(99.8%)	(91.4%)	(72.0%)	-	-	-	-	-
Profit Attributable to Owners of Parent YoY  Gross Profit Margin	25.2%	24.5%	24.9%	26.0%	25.9%	25.9%	-	-	+1.4%
Sales to SG&A Expenses Ratio	25.6%	24.1%	24.9%	23.6%	25.5%	23.9%	-		(0.2%)
•	(0.3%)	0.4%	0.9%	23.6%	0.3%	23.9%	-	-	+1.6%
Operating Profit Margin Recurring Profit Margin	(1.1%)	0.4%	0.9%	2.4%	0.3%	2.4%	-	-	+2.4%
Profit Attributable to Owners of Parent Margin	(1.1%)	(0.7%)	(10.2%)			(3.5%)	-	-	(2.9%)
Total Income Taxes / Profit before Income Taxes	(1.5%)	(0.7 %)	(10.270)	(9.9%)	(1.1%)	(3.376)	-	-	(2.970)
Income Statement	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	-
									YoY
(Million Yen)	Q1 03/2020	Q2 03/2020	Q3 03/2020	Q4 03/2020	Q1 03/2021	Q2 03/2021	Q3 03/2021	Q4 03/2021	YoY Net Chg.
(Million Yen) Sales	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Net Chg.
	Q1 03/2020	Q2 03/2020	Q3 03/2020	Q4 03/2020	Q1 03/2021	Q2 03/2021	Q3 03/2021	Q4	
Sales	Q1 03/2020 8,511	Q2 03/2020 9,480	Q3 03/2020 8,720	Q4 03/2020 8,636	Q1 03/2021 7,169	Q2 03/2021 8,243	Q3 03/2021	Q4	Net Chg. (1,237)
Sales Cost of Sales	Q1 03/2020 <b>8,511</b> 6,363	Q2 03/2020 <b>9,480</b> 7,214	Q3 03/2020 8,720 6,489	Q4 03/2020 <b>8,636</b> 6,093	Q1 03/2021 7,169 5,315	Q2 03/2021 8,243 6,097	Q3 03/2021	Q4	Net Chg. (1,237) (1,117)
Sales Cost of Sales Gross Profit	Q1 03/2020 <b>8,511</b> 6,363 2,148	Q2 03/2020 9,480 7,214 2,265	Q3 03/2020 8,720 6,489 2,230	Q4 03/2020 <b>8,636</b> 6,093 2,543	Q1 03/2021 7,169 5,315 1,853	<b>Q2</b> 03/2021  8,243 6,097 2,145	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119)
Sales Cost of Sales Gross Profit SG&A Expenses	Q1 03/2020 <b>8,511</b> 6,363 2,148 2,177	Q2 03/2020 9,480 7,214 2,265 2,156	Q3 03/2020 <b>8,720</b> 6,489 2,230 2,068	Q4 03/2020 8,636 6,093 2,543 1,949	Q1 03/2021 7,169 5,315 1,853 1,828	Q2 03/2021 8,243 6,097 2,145 1,857	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298)
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit	Q1 03/2020 8,511 6,363 2,148 2,177 (29)	Q2 03/2020 9,480 7,214 2,265 2,156 109	Q3 03/2020 8,720 6,489 2,230 2,068 161	Q4 03/2020 8,636 6,093 2,543 1,949 593	Q1 03/2021 7,169 5,315 1,853 1,828 24	Q2 03/2021 8,243 6,097 2,145 1,857 288	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16)	Q3 03/2020 8,720 6,489 2,230 2,068 161 20	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65)	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0)	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211)	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690)	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689)
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683)	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323)	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415)
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0)	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0)	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772)	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468)	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests Profit Attributable to Owners of Parent Sales YoY	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772)	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468)	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests Profit Attributable to Owners of Parent Sales YoY Operating Profit YoY	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592) (14.7%) (80.0%)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772) (11.6%) +49.6%	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468) (13.1%)	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests Profit Attributable to Owners of Parent Sales YoY Operating Profit YoY Recurring Profit YoY	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5 (10.5%) (83.4%)	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592) (14.7%) (80.0%)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772) (11.6%) +49.6%	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468) (13.1%)	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests Profit Attributable to Owners of Parent Sales YoY Operating Profit YoY Recurring Profit YoY Profit Attributable to Owners of Parent YoY	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5 (10.5%) (83.4%) (85.8%) (99.0%)	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592) (14.7%) (80.0%) (77.7%)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772) (11.6%) +49.6% +35.9%	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76) (15.8%)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468) (13.1%) +163.1%	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0 (473)
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests Profit Attributable to Owners of Parent Sales YoY Operating Profit YoY Recurring Profit YoY Profit Attributable to Owners of Parent YoY Gross Profit Margin	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126) (17.7%)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5 (10.5%) (83.4%) (85.8%) (99.0%)	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592) (14.7%) (80.0%) (77.7%)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772) (11.6%) +49.6% +35.9%	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76) (15.8%)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468) (13.1%) +163.1% +293.8%	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0 (473) +2.1%
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests Profit Attributable to Owners of Parent Sales YoY Operating Profit YoY Recurring Profit YoY Profit Attributable to Owners of Parent YoY Gross Profit Margin Sales to SG&A Expenses Ratio	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126) (17.7%)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5 (10.5%) (83.4%) (85.8%) (99.0%)	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592) (14.7%) (80.0%) (77.7%)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772) (11.6%) +49.6% +35.9%	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76) (15.8%)	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468) (13.1%) +163.1% +293.8%	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0 (473) +2.1% (0.2%)
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests Profit Attributable to Owners of Parent Sales YoY Operating Profit YoY Recurring Profit YoY Profit Attributable to Owners of Parent YoY Gross Profit Margin Sales to SG&A Expenses Ratio Operating Profit Margin	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126) (17.7%)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5 (10.5%) (83.4%) (85.8%) (99.0%) 23.9% 22.7% 1.2%	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592) (14.7%) (80.0%) (77.7%)	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772) (11.6%) +49.6% +35.9%	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76) (15.8%) - - - - 25.9% 25.5% 0.3%	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468) (13.1%) +163.1% +293.8%	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0 (473)
Sales Cost of Sales Gross Profit SG&A Expenses Operating Profit Non Operating Balance Recurring Profit Extraordinary Balance Profit before Income Taxes Total Income Taxes Profit Attributable to Non-Controlling Interests Profit Attributable to Owners of Parent Sales YoY Operating Profit YoY Recurring Profit YoY Profit Attributable to Owners of Parent YoY Gross Profit Margin Sales to SG&A Expenses Ratio Operating Profit Margin Recurring Profit Margin	Q1 03/2020 8,511 6,363 2,148 2,177 (29) (60) (90) (5) (95) 30 0 (126) (17.7%)	Q2 03/2020 9,480 7,214 2,265 2,156 109 (16) 93 (0) 92 87 (0) 5 (10.5%) (83.4%) (85.8%) (99.0%) 23.9% 22.7% 1.2%	Q3 03/2020 8,720 6,489 2,230 2,068 161 20 182 (2,115) (1,932) 658 0 (2,592) (14.7%) (80.0%) (77.7%) 25.6% 23.7% 1.9% 2.1%	Q4 03/2020 8,636 6,093 2,543 1,949 593 (65) 527 (1,211) (683) 89 (0) (772) (11.6%) +49.6% +35.9% - 29.4% 22.6% 6.9% 6.1%	Q1 03/2021 7,169 5,315 1,853 1,828 24 (18) 6 (13) (7) 67 0 (76) (15.8%) - - - 25.9% 25.5% 0.3%	Q2 03/2021 8,243 6,097 2,145 1,857 288 78 366 (690) (323) 144 0 (468) (13.1%) +163.1% +293.8%	Q3 03/2021	Q4	Net Chg. (1,237) (1,117) (119) (298) +178 +94 +273 (689) (415) +57 +0 (473) +2.1% (0.2%) +2.3% +3.5%

## 6

## Sales by Region (Cumulative/Quarterly)

			(		,				
Sales by Region	Cons.Act								
	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	YoY
(Million Yen)	03/2020	03/2020	03/2020	03/2020	03/2021	03/2021	03/2021	03/2021	Net Chg.
Japan	3,715	7,501	10,975	14,565	3,063	5,850	-	-	(1,651)
China	3,879	8,490	12,777	16,836	3,325	8,025	-	-	(465)
Southeast Asia	352	744	1,142	1,535	344	665	-	-	(79)
Europe, Americas, etc.	563	1,255	1,816	2,410	436	871	-	-	(384)
Sales	8,511	17,991	26,711	35,348	7,169	15,412	-	-	(2,579)
Japan	(13.0%)	(10.7%)	(13.1%)	(13.2%)	(17.6%)	(22.0%)	-	-	-
China	(22.1%)	(18.4%)	(16.8%)	(15.4%)	(14.3%)	(5.5%)	-	-	-
Southeast Asia	(14.7%)	(11.5%)	(9.4%)	(8.1%)	(2.4%)	(10.6%)	-	-	-
Europe, Americas, etc.	(16.4%)	(3.0%)	(4.7%)	(6.9%)	(22.6%)	(30.7%)	-	-	-
Sales (YoY)	(17.7%)	(14.1%)	(14.3%)	(13.6%)	(15.8%)	(14.3%)	-	-	-
Japan	43.6%	41.7%	41.1%	41.2%	42.7%	38.0%	-	-	-
China	45.6%	47.2%	47.8%	47.6%	46.4%	52.1%	-	-	-
Southeast Asia	4.1%	4.1%	4.3%	4.3%	4.8%	4.3%	-	-	-
Europe, Americas, etc.	6.6%	7.0%	6.8%	6.8%	6.1%	5.7%	-	-	-
Sales (Composition Ratio)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	-
Sales by Region	Cons.Act								
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	YoY
(Million Yen)	03/2020	03/2020	03/2020	03/2020	03/2021	03/2021	03/2021	03/2021	Net Chg.
Japan	3,715	3,786	3,474	3,590	3,063	2,786	-	-	(1,000)
China	3,879	4,610	4,287	4,059	3,325	4,700	-	-	+90
Southeast Asia	352	391	397	393	344	321	-	-	(70)
Europe, Americas, etc.	563	692	560	594	436	434	-	-	(258)
Sales	8,511	9,480	8,720	8,636	7,169	8,243	-	-	(1,237)
Japan	(13.0%)	(8.3%)	(17.9%)	(13.3%)	(17.6%)	(26.4%)	-	-	-
China	(22.1%)	(14.9%)	(13.6%)	(10.5%)	(14.3%)	+2.0%	-	-	-
Southeast Asia	(14.7%)	(8.2%)	(5.5%)	(3.9%)	(2.4%)	(17.9%)	-	-	-
Europe, Americas, etc.	(16.4%)	+11.4%	(8.2%)	(13.0%)	(22.6%)	(37.3%)	-	-	-
Sales (YoY)	(17.7%)	(10.5%)	(14.7%)	(11.6%)	(15.8%)	(13.1%)	-	-	-
Japan	43.6%	39.9%	39.8%	41.6%	42.7%	33.8%	-	-	-
China	45.6%	48.6%	49.2%	47.0%	46.4%	57.0%	-	-	-
Southeast Asia	4.1%	4.1%	4.6%	4.6%	4.8%	3.9%	-	-	-
Europe, Americas, etc.	6.6%	7.3%	6.4%	6.9%	6.1%	5.3%	-	-	-
Sales (Composition Ratio)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	-

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### Sales by Application (Cumulative/Quarterly)

	Cuico by 1	.ppoatio	(Ծաւուգ	141107	audi toi i y	,			
Sales by Application	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	
	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	YoY
(Million Yen)	03/2020	03/2020	03/2020	03/2020	03/2021	03/2021	03/2021	03/2021	Net Chg.
Automobiles	3,755	7,888	11,753	15,370	3,065	6,610	-	-	(1,278)
Electronic Parts & Semiconductors	1,290	2,932	4,485	6,113	1,444	2,924	-	-	(8)
Consumer Electronics & Precision Equipment	1,217	2,259	3,304	4,298	874	1,814	-	-	(445)
Other	2,248	4,911	7,169	9,566	1,785	4,063	-	-	(848)
Sales	8,511	17,991	26,711	35,348	7,169	15,412	-	-	(2,579)
Automobiles	(18.6%)	(13.6%)	(13.8%)	(14.0%)	(18.4%)	(16.2%)	-	-	-
Electronic Parts & Semiconductors	(34.8%)	(26.6%)	(24.1%)	(19.1%)	+11.9%	(0.3%)	-	-	-
Consumer Electronics & Precision Equipment	(0.6%)	(8.5%)	(10.1%)	(11.1%)	(28.2%)	(19.7%)	-	-	-
Other	(11.0%)	(8.0%)	(9.9%)	(10.3%)	(20.6%)	(17.3%)	-	-	-
Sales (YoY)	(17.7%)	(14.1%)	(14.3%)	(13.6%)	(15.8%)	(14.3%)	-	-	-
Automobiles	44.1%	43.8%	44.0%	43.5%	42.8%	42.9%	-	-	-
Electronic Parts & Semiconductors	15.2%	16.3%	16.8%	17.3%	20.1%	19.0%	-	-	-
Consumer Electronics & Precision Equipment	14.3%	12.6%	12.4%	12.2%	12.2%	11.8%	-	-	-
Other	26.4%	27.3%	26.8%	27.1%	24.9%	26.4%	-	-	-
Sales (Composition Ratio)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	-
Sales by Application	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	Cons.Act	
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	YoY
(Million Yen)	03/2020	03/2020	03/2020	03/2020	03/2021	03/2021	03/2021	03/2021	Net Chg.
Automobiles	3,755	4,132	3,864	3,617	3,065	3,544	-	-	(588)
Electronic Parts & Semiconductors	1,290	1,642	1,552	1,627	1,444	1,480	-	-	(162)
Consumer Electronics & Precision Equipment	1,217	1,042	1,045	994	874	939	-	-	(103)
Other	2,248	2,662	2,257	2,397	1,785	2,277	-	-	(385)
Sales	8,511	9,480	8,720	8,636	7,169	8,243	-	-	(1,237)
Automobiles	(18.6%)	(8.5%)	(14.1%)	(14.8%)	(18.4%)	(14.2%)	-	-	-
Electronic Parts & Semiconductors	(34.8%)	(18.6%)	(18.7%)	(1.5%)	+11.9%	(9.9%)	-	-	-
Consumer Electronics & Precision Equipment	(0.6%)	(16.4%)	(13.2%)	(14.5%)	(28.2%)	(9.9%)	-	-	-
Other	(11.0%)	(5.3%)	(13.7%)	(11.4%)	(20.6%)	(14.5%)	-	-	-
Sales (YoY)	(17.7%)	(10.5%)	(14.7%)	(11.6%)	(15.8%)	(13.1%)	-	-	-
Automobiles	44.1%	43.6%	44.3%	41.9%	42.8%	43.0%	-	-	-
Electronic Parts & Semiconductors	15.2%	17.3%	17.8%	18.8%	20.1%	18.0%	-	-	-
Consumer Electronics & Precision Equipment	14.3%	11.0%	12.0%	11.5%	12.2%	11.4%	-	-	-
Other	26.4%	28.1%	25.9%	27.8%	24.9%	27.6%	-	-	-
Sales (Composition Ratio)	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	-

### **Balance Sheet (Quarterly)**

Million	Balance Sheet	Cons.Act								
Cash and Deposit         2,704         2,310         3,327         3,389         3,702         3,796         -         41,485           Accounts Receivables         10,104         10,065         9,713         9,942         8,682         9,053         -         (1,1012)           Inventory         4,882         4,333         4,262         4,229         4,024         3,833         -         -         (559)           Other         268         17,969         17,068         17,707         17,792         16,632         16,950         -         (118)           Tangible Assets         10,105         9,910         7,819         7,134         6,846         6,900         -         (3,820)           Intangible Assets         163         774         226         304         292         264         -         (5105)           Fixed Assets         11,82         11,524         11,554         8,387         7,784         7,455         6,538         -         (5,015)           Total Assets         11,82         11,524         11,554         8,387         7,784         7,455         6,538         -         (5,015)           Total Assets         11,824         11,552         3,837		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	YoY
Accounts Receivables         10,104         10,065         9,713         9,942         8,682         9,053         -         (10,102)           Inventory         4,892         4,383         4,262         4,229         4,024         3,833         -         6,500           Other         268         308         403         230         223         267         -         (40)           Current Assets         17,969         17,068         17,707         11,792         16,632         16,950         -         -         (40)           Intangible Assets         10,105         9,910         7,819         7,134         6,866         6,090         -         -         6,685           Intangible Assets         763         774         226         304         229         264         -         -         (50)           Fixed Assets         11,824         11,554         8,837         7,784         7,465         6,538         -         -         5,515           Accounts Payables, etc.         3,692         3,825         2,563         2,474         7,465         6,538         -         -         6,513           Other         2,734         2,782         2,763	(Million Yen)	03/2020	03/2020	03/2020	03/2020	03/2021	03/2021	03/2021	03/2021	Net Chg.
Inventory	Cash and Deposit	2,704	2,310	3,327	3,389	3,702	3,796	-	-	+1,485
Other         268         308         403         230         223         267         -         (40)           Current Assets         17,969         17,668         17,707         16,632         16,950         -         (118)           Tangible Assets         10,105         9,910         7,819         7,134         6,646         6,090         -         (3,820)           Intangible Assets         965         869         791         344         326         183         -         (685)           Investments and Other Assets         763         774         226         304         292         264         -         (510)           Fixed Assets         11,824         11,554         8,837         7,784         296         6,538         -         6,513           Total Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         6,5133           Accounts Payables, etc.         3,692         3,837         3,837         3,600         3,059         3,227         -         (80)           Other         2,744         2,262         2,558         2,471         1,985         2,171         -         (1,30)      <	Accounts Receivables	10,104	10,065	9,713	9,942	8,682	9,053	-	-	(1,012)
Current Assets         17,699         17,069         17,069         17,069         17,069         17,079         16,632         16,950         -         1(18)           Tangible Assets         10,105         9,910         7,819         7,134         6,866         6,000         -         -         (3,820)           Intangible Assets         955         869         791         344         326         1183         -         -         (510)           Fixed Assets         11,824         11,554         8,837         7,784         7,465         6,538         -         -         (5,105)           Accounts Payables, etc.         3,692         3,827         3,304         3,600         3,059         3,227         -         (609)           Short Term Debt         3,844         3,235         3,304         3,448         3,422         3,146         -         -         (68)           Other         2,734         2,782         2,563         2,471         1,995         2,111         -         -         (1,309)           Long Term Debt         2,184         3,275         3,644         3,142         2,292         2,582         -         -         4,539           Other </td <td>Inventory</td> <td>4,892</td> <td>4,383</td> <td>4,262</td> <td>4,229</td> <td>4,024</td> <td>3,833</td> <td>-</td> <td>-</td> <td>(550)</td>	Inventory	4,892	4,383	4,262	4,229	4,024	3,833	-	-	(550)
Tangible Assets         10,105         9,910         7,819         7,134         6,846         6,090         -         3,820           Intangible Assets         955         869         791         344         326         1183         -         -         6,880           Investments and Other Assets         763         774         226         304         292         264         -         -         (5,105)           Fixed Assets         11,824         11,554         8,837         7,784         7,465         6,538         -         -         (5,105)           Accounts Payables, etc.         3,692         2,837         3,837         3,660         3,059         3,227         -         -         (609)           Accounts Payables, etc.         3,692         2,553         2,471         1,995         2,217         -         -         (609)           Short Term Debt         2,734         2,782         2,563         2,471         1,995         2,171         -         -         (1,309)           Long Term Debt         2,158         1,579         1,616         1,621         1,593         1,571         -         -         (4,309)           Fixed Liabilities         1,624 </td <td>Other</td> <td>268</td> <td>308</td> <td>403</td> <td>230</td> <td>223</td> <td>267</td> <td>-</td> <td>-</td> <td>(40)</td>	Other	268	308	403	230	223	267	-	-	(40)
Intargible Assets   955   869   791   344   326   183   .   .   685   185   1   1   1   1   1   1   1   1   1	Current Assets	17,969	17,068	17,707	17,792	16,632	16,950	-	-	(118)
Investments and Other Assets   763   774   226   304   292   264   -     510	Tangible Assets	10,105	9,910	7,819	7,134	6,846	6,090	-	-	(3,820)
Fixed Assets         11,824         11,554         8,837         7,784         7,465         6,538         -         5,015           Total Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         6,513           Accounts Payables, etc.         3,692         3,837         3,837         3,600         3,059         3,227         -         6099           Short Term Debt         2,734         2,762         2,563         2,471         1,995         2,171         -         6(611)           Current Liabilities         10,271         9,855         9,705         9,280         8,477         8,545         -         1,309           Long Term Debt         2,187         2,064         3,132         2,927         2,739         2,582         -         1,517         (8)           Fixed Liabilities         3,775         3,644         4,749         4,548         4,332         1,571         -         -         6,00           Fixed Liabilities         14,046         13,499         14,454         13,829         12,810         12,699         -         -         4,509           Total Liabilities         15,247         15,122         12	Intangible Assets	955	869	791	344	326	183	-	-	(685)
Total Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         -         (5,133)           Accounts Payables, etc.         3,692         3,837         3,837         3,660         3,059         3,227         -         (609)           Short Term Debt         3,844         3,235         3,304         3,148         3,422         3,146         -         -         (88)           Other         2,734         2,782         2,263         2,471         1,995         2,171         -         -         (1309)           Long Term Debt         2,187         2,064         3,132         2,927         2,739         2,582         -         -         +517           Other         1,588         1,579         1,616         1,621         1,593         1,571         -         (8)           Fixed Liabilities         3,775         3,644         4,749         4,548         4,322         4,154         -         -         +509           Total Liabilities         14,046         13,497         14,544         13,829         12,810         12,699         -         -         600           Shareholders' Equity         15,232	Investments and Other Assets	763	774	226	304	292	264	-	-	(510)
Accounts Payables, etc. 3,692 3,837 3,837 3,660 3,059 3,227 - 6(609) Short Term Debt 3,844 3,235 3,304 3,148 3,422 3,146 - (88) Other 2,734 2,782 2,563 2,471 1,995 2,171 - (6111) Current Liabilities 10,271 9,855 9,705 9,280 8,477 8,545 - (1,309) Long Term Debt 2,187 2,064 3,132 2,927 2,739 2,582 - +517 Other 1,588 1,579 1,616 1,621 1,593 1,571 - (8) Fixed Liabilities 3,775 3,644 4,749 4,548 4,332 4,154 - +509 Total Liabilities 14,046 13,499 14,454 13,829 12,810 12,699 - (800) Shareholders' Equity 15,232 15,275 12,683 11,913 11,794 11,330 - (3,944) Other 514 (153) (592) (166) (506) (541) - (388) Net Assets 15,747 15,122 12,090 11,747 11,287 10,788 - (4,333) Total Liabilities and Net Assets 29,793 28,622 26,545 25,576 24,098 23,488 - (5,133) Equity Capital 15,692 15,079 12,045 11,703 11,243 10,748 - (4,331) Interest Bearing Debt 3,327 2,999 3,109 2,686 2,459 1,933 - +429 Net Debt 3,327 2,999 3,109 2,686 2,459 1,933 - +429 Net Debt 3,327 2,999 3,109 2,686 2,459 1,933 - +429 Net Debt 21,2% 19,8% 25,8% 23,0% 21,9% 18,0% + Net Debt Equity Ratio 21,2% 19,8% 25,8% 23,0% 21,9% 18,0% Net Debt Equity Ratio 21,2% 19,8% 25,8% 23,0% 21,9% 18,0% Net Debt Equity Ratio 55,7% 4,0% 1,9% 2,5% 3,0% 4,2% Days for Inventory Turnover 70 55 60 63 69 57 Days for Inventory Turnover 70 55 60 63 69 57 Ouick Ratio 125% 126% 134% 144% 146% 150%	Fixed Assets	11,824	11,554	8,837	7,784	7,465	6,538	-	-	(5,015)
Short Term Debt         3,844         3,235         3,304         3,148         3,422         3,146         -         688           Other         2,734         2,782         2,563         2,471         1,995         2,171         -         6(81)           Current Liabilities         10,271         9,855         9,705         9,280         8,477         8,545         -         -         (1,309)           Long Term Debt         2,187         2,064         3,132         2,927         2,739         2,582         -         -         +517           Other         1,588         1,579         1,616         1,621         1,593         1,571         -         -         680           Fixed Liabilities         3,775         3,644         4,749         4,548         4,332         4,154         -         -         600           Shareholders' Equity         15,232         15,275         12,683         11,913         11,794         11,330         -         -         4,809           Other         514         (153)         (592)         (166)         (506)         (541)         -         -         4,839           Other         515,747         15,722         1	Total Assets	29,793	28,622	26,545	25,576	24,098	23,488	-	-	(5,133)
Other         2,734         2,782         2,563         2,471         1,995         2,171         -         6(11)           Current Liabilities         10,271         9,855         9,705         9,280         8,477         8,545         -         -         (1,309)           Long Term Debt         2,187         2,064         3,132         2,927         2,739         2,582         -         -         +517           Other         1,588         1,579         1,616         1,621         1,593         1,571         -         -         (8)           Fixed Liabilities         3,775         3,644         4,749         4,548         4,332         4,154         -         -         -         609           Total Liabilities         14,046         13,499         14,454         13,829         12,810         12,699         -         -         600           Shareholders' Equity         15,232         15,275         12,683         11,913         11,794         11,330         -         -         4,894           Other         514         (153)         (592)         1669         (506)         (541)         -         -         4,394           Other         514 </td <td>Accounts Payables, etc.</td> <td>3,692</td> <td>3,837</td> <td>3,837</td> <td>3,660</td> <td>3,059</td> <td>3,227</td> <td>-</td> <td>-</td> <td>(609)</td>	Accounts Payables, etc.	3,692	3,837	3,837	3,660	3,059	3,227	-	-	(609)
Current Liabilities         10,271         9,855         9,705         9,280         8,477         8,545         -         -         (1,309)           Long Term Debt         2,187         2,064         3,132         2,927         2,739         2,582         -         -         +517           Other         1,588         1,579         1,616         1,621         1,593         1,571         -         -         (8)           Fixed Liabilities         3,775         3,644         4,749         4,548         4,332         4,154         -         -         4509           Total Liabilities         14,046         13,499         14,454         13,829         12,810         12,699         -         -         8000           Shareholders' Equity         15,232         15,275         12,683         11,913         11,794         11,330         -         -         (3,944)           Other         514         (153)         (592)         (166)         (506)         (541)         -         (3,88)           Net Assets         15,747         15,122         12,099         11,774         11,287         10,788         -         (4,333)           Equity Capital         15,692	Short Term Debt	3,844	3,235	3,304	3,148	3,422	3,146	-	-	(88)
Long Term Debt         2,187         2,064         3,132         2,927         2,739         2,582         -         -         4517           Other         1,588         1,579         1,616         1,621         1,593         1,571         -         -         (8)           Fixed Liabilities         3,775         3,644         4,749         4,548         4,332         4,154         -         -         +509           Total Liabilities         14,046         13,499         14,454         13,829         12,810         12,699         -         -         600           Shareholders' Equity         15,232         15,275         12,683         11,913         11,794         11,330         -         -         (800)           Shareholders' Equity         514         (153)         (592)         (166)         (506)         (541)         -         (3,944)           Other         514         (153)         (592)         (166)         (506)         (541)         -         (3,984)           Net Assets         15,747         15,122         12,090         11,747         11,287         10,788         -         (4,333)           Equity Capital         15,692         15,079	Other	2,734	2,782	2,563	2,471	1,995	2,171	-	-	(611)
Other         1,588         1,579         1,616         1,621         1,593         1,571         -         -         (8)           Fixed Liabilities         3,775         3,644         4,749         4,548         4,332         4,154         -         -         +509           Total Liabilities         14,046         13,499         14,454         13,829         12,810         12,699         -         -         600           Shareholders' Equity         15,232         15,275         12,683         11,913         11,794         11,330         -         -         (3,944)           Other         514         (153)         (592)         (166)         (506)         (541)         -         -         (3,88)           Net Assets         15,747         15,122         12,090         11,747         11,287         10,788         -         -         (3,88)           Total Liabilities and Net Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         -         (5,133)           Equity Capital         15,692         15,079         12,045         11,703         11,243         10,748         -         -         4,331 <tr< td=""><td>Current Liabilities</td><td>10,271</td><td>9,855</td><td>9,705</td><td>9,280</td><td>8,477</td><td>8,545</td><td>-</td><td>-</td><td>(1,309)</td></tr<>	Current Liabilities	10,271	9,855	9,705	9,280	8,477	8,545	-	-	(1,309)
Fixed Liabilities         3,775         3,644         4,749         4,548         4,332         4,154         -         -         +509           Total Liabilities         14,046         13,499         14,454         13,829         12,810         12,699         -         -         (800)           Shareholders' Equity         15,232         15,275         12,683         11,913         11,794         11,330         -         -         (3,944)           Other         514         (153)         (592)         (166)         (506)         (541)         -         -         (3,88)           Net Assets         15,747         15,122         12,090         11,747         11,287         10,788         -         -         (4,333)           Total Liabilities and Net Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         -         (5,133)           Equity Capital         15,692         15,079         12,045         11,703         11,243         10,748         -         -         (4,331)           Interest Bearing Debt         6,031         5,300         6,437         6,075         6,161         5,729         -         -         (1,05	Long Term Debt	2,187	2,064	3,132	2,927	2,739	2,582	-	-	+517
Total Liabilities         14,046         13,499         14,454         13,829         12,810         12,699         -         -         (800)           Shareholders' Equity         15,232         15,275         12,683         11,913         11,794         11,330         -         -         (3,944)           Other         514         (153)         (592)         (166)         (506)         (541)         -         -         (388)           Net Assets         15,747         15,122         12,090         11,747         11,287         10,788         -         -         (4,333)           Total Liabilities and Net Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         -         (5,133)           Equity Capital         15,692         15,079         12,045         11,703         11,243         10,748         -         -         (4,331)           Interest Bearing Debt         6,031         5,300         6,437         6,075         6,161         5,729         -         -         +429           Net Debt         3,327         2,989         3,109         2,686         2,459         1,933         -         -         -	Other	1,588	1,579	1,616	1,621	1,593	1,571	-	-	(8)
Shareholders' Equity         15,232         15,275         12,683         11,913         11,794         11,330         -         -         (3,944)           Other         514         (153)         (592)         (166)         (506)         (541)         -         -         (3,88)           Net Assets         15,747         15,122         12,090         11,747         11,287         10,788         -         -         (4,333)           Total Liabilities and Net Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         -         (5,133)           Equity Capital         15,692         15,079         12,045         11,703         11,243         10,748         -         -         (4,331)           Interest Bearing Debt         6,031         5,300         6,437         6,075         6,161         5,729         -         -         +429           Net Debt         3,327         2,989         3,109         2,686         2,459         1,933         -         -         (1,056)           Equity Ratio         52.7%         52.7%         45.4%         45.8%         46.7%         45.8%         -         -         -         - <td>Fixed Liabilities</td> <td>3,775</td> <td>3,644</td> <td>4,749</td> <td>4,548</td> <td>4,332</td> <td>4,154</td> <td>-</td> <td>-</td> <td>+509</td>	Fixed Liabilities	3,775	3,644	4,749	4,548	4,332	4,154	-	-	+509
Other         514         (153)         (592)         (166)         (506)         (541)         -         -         (388)           Net Assets         15,747         15,122         12,090         11,747         11,287         10,788         -         -         (4,333)           Total Liabilities and Net Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         -         (5,133)           Equity Capital         15,692         15,079         12,045         11,703         11,243         10,748         -         -         (4,331)           Interest Bearing Debt         6,031         5,300         6,437         6,075         6,161         5,729         -         -         +429           Net Debt         3,327         2,989         3,109         2,686         2,459         1,933         -         -         (1,056)           Equity Ratio         52.7%         52.7%         45.4%         45.8%         46.7%         45.8%         -         -         -         -         -           Net Debt Equity Ratio         21.2%         19.8%         25.8%         23.0%         21.9%         18.0%         -         -         <	Total Liabilities	14,046	13,499	14,454	13,829	12,810	12,699	-	-	(800)
Net Assets         15,747         15,122         12,090         11,747         11,287         10,788         -         -         (4,333)           Total Liabilities and Net Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         -         (5,133)           Equity Capital         15,692         15,079         12,045         11,703         11,243         10,748         -         -         (4,331)           Interest Bearing Debt         6,031         5,300         6,437         6,075         6,161         5,729         -         -         +429           Net Debt         3,327         2,989         3,109         2,686         2,459         1,933         -         -         (1,056)           Equity Ratio         52.7%         52.7%         45.4%         45.8%         46.7%         45.8%         -	Shareholders' Equity	15,232	15,275	12,683	11,913	11,794	11,330	-	-	(3,944)
Total Liabilities and Net Assets         29,793         28,622         26,545         25,576         24,098         23,488         -         -         (5,133)           Equity Capital         15,692         15,079         12,045         11,703         11,243         10,748         -         -         (4,331)           Interest Bearing Debt         6,031         5,300         6,437         6,075         6,161         5,729         -         +429           Net Debt         3,327         2,989         3,109         2,686         2,459         1,933         -         -         (1,056)           Equity Ratio         52.7%         52.7%         45.4%         45.8%         46.7%         45.8%         -<	Other	514	(153)	(592)	(166)	(506)	(541)	-	-	(388)
Equity Capital         15,692         15,079         12,045         11,703         11,243         10,748         -         -         (4,331)           Interest Bearing Debt         6,031         5,300         6,437         6,075         6,161         5,729         -         -         +429           Net Debt         3,327         2,989         3,109         2,686         2,459         1,933         -         -         (1,056)           Equity Ratio         52.7%         52.7%         45.4%         45.8%         46.7%         45.8%         -         -         -         -           Net Debt Equity Ratio         21.2%         19.8%         25.8%         23.0%         21.9%         18.0%         -         -         -         -           ROE (12 months)         2.0%         (1.1%)         (23.3%)         (25.5%)         (25.5%)         (30.3%)         -         -         -         -           ROA (12 months)         5.7%         4.0%         1.9%         2.5%         3.0%         4.2%         -         -         -         -           Days for Inventory Turnover         70         55         60         63         69         57         -         -	Net Assets	15,747	15,122	12,090	11,747	11,287	10,788	-	-	(4,333)
Interest Bearing Debt         6,031         5,300         6,437         6,075         6,161         5,729         -         +429           Net Debt         3,327         2,989         3,109         2,686         2,459         1,933         -         -         (1,056)           Equity Ratio         52.7%         52.7%         45.4%         45.8%         46.7%         45.8%         -         -         -         -           Net Debt Equity Ratio         21.2%         19.8%         25.8%         23.0%         21.9%         18.0%         -         -         -         -           ROE (12 months)         2.0%         (1.1%)         (23.3%)         (25.5%)         (25.5%)         (30.3%)         -         -         -         -           ROA (12 months)         5.7%         4.0%         1.9%         2.5%         3.0%         4.2%         -         -         -         -           Days for Inventory Turnover         70         55         60         63         69         57         -         -         -         -           Quick Ratio         125%         126%         134%         144%         146%         150%         -         -         -	Total Liabilities and Net Assets	29,793	28,622	26,545	25,576	24,098	23,488	-	-	(5,133)
Net Debt         3,327         2,989         3,109         2,686         2,459         1,933         -         -         (1,056)           Equity Ratio         52.7%         52.7%         45.4%         45.8%         46.7%         45.8%         -	Equity Capital	15,692	15,079	12,045	11,703	11,243	10,748	-	-	(4,331)
Equity Ratio         52.7%         52.7%         45.4%         45.8%         46.7%         45.8%         -	Interest Bearing Debt	6,031	5,300	6,437	6,075	6,161	5,729	-	-	+429
Net Debt Equity Ratio         21.2%         19.8%         25.8%         23.0%         21.9%         18.0%         - </td <td>Net Debt</td> <td>3,327</td> <td>2,989</td> <td>3,109</td> <td>2,686</td> <td>2,459</td> <td>1,933</td> <td>-</td> <td>-</td> <td>(1,056)</td>	Net Debt	3,327	2,989	3,109	2,686	2,459	1,933	-	-	(1,056)
ROE (12 months)         2.0%         (1.1%)         (23.3%)         (25.5%)         (25.5%)         (30.3%)         -	Equity Ratio	52.7%	52.7%	45.4%	45.8%	46.7%	45.8%	-	-	-
ROA (12 months)         5.7%         4.0%         1.9%         2.5%         3.0%         4.2%         -         -         -           Days for Inventory Turnover         70         55         60         63         69         57         -         -         -           Quick Ratio         125%         126%         134%         144%         146%         150%         -         -         -	Net Debt Equity Ratio	21.2%	19.8%	25.8%	23.0%	21.9%	18.0%	-	-	-
Days for Inventory Turnover         70         55         60         63         69         57         -         -         -           Quick Ratio         125%         126%         134%         144%         146%         150%         -         -         -	ROE (12 months)	2.0%	(1.1%)	(23.3%)	(25.5%)	(25.5%)	(30.3%)	-	-	-
Quick Ratio 125% 126% 134% 144% 146% 150%	ROA (12 months)	5.7%	4.0%	1.9%	2.5%	3.0%	4.2%	-	-	-
	Days for Inventory Turnover	70	55	60	63	69	57	-	-	-
Current Ratio         175%         173%         182%         192%         196%         198%         -         -         -	Quick Ratio	125%	126%	134%	144%	146%	150%	-	-	-
	Current Ratio	175%	173%	182%	192%	196%	198%	-		-

Source: Company Data, WRJ Calculation

### **Cash Flow Statement (Cumulative)**

Cash Flow Statement	Cons.Act								
	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	Q1	Q1 to Q2	Q1 to Q3	Q1 to Q4	YoY
(Million Yen)	03/2020	03/2020	03/2020	03/2020	03/2021	03/2021	03/2021	03/2021	Net Chg.
Operating Cash Flow	-	1,009	-	2,490	-	1,215	-	-	+206
Investing Cash Flow	-	(730)	-	(1,788)	-	(437)	-	-	+293
Operating Cash Flow and Investing Cash Flow	-	278	-	701	-	778	-	-	+499
Financing Cash Flow	-	(1,381)	-	(772)	-	(363)	-	-	+1,018

### Disclaimer

Information here is a summary of "IR Information" of the Company, compiled by Walden Research Japan, from a neutral and professional standing point, in the form of a report. "IR Information" of the Company comprises a) contents of our interview with the Company, b) contents of presentations for institutional investors, c) contents of timely disclosed information and d) contents of the homepage, etc.

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